

# Metropolitan Transportation Commission

## Programming and Allocations Committee

November 14, 2007

Item Number 2b

### Resolution No. 3827, Revised

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**Subject:** Recommended amendment to FY 2007-08 MTC Productivity Improvement Program (PIP).

**Background:** In accordance with the Transportation Development Act, MTC annually adopts a PIP, an annotated listing of the projects to be undertaken by transit operators in the region during the fiscal year, which could improve productivity and lower operating costs. Projects are derived from recommendations made in the operator's most recently completed Triennial Performance Audit. A finding that an operator has made a reasonable effort in implementing its PIP project(s) is required for MTC to allocate Transportation Development Act (TDA) or State Transit Assistance (STA) funds to the operator. The finding relative to FY 2007-08 PIP projects will pertain to the allocation of FY 2008-09 funds.

Resolution 3827 was presented to the Commission last month. This month, the resolution's Attachment A is being appended with PIP projects from AC Transit and LAVTA for the current cycle. AC Transit is in the current FY 2007-08 Triennial Audit cycle and is implementing projects for two recommendations from its FY 2004-05 Triennial Audit Report. LAVTA is implementing the recommendation made in its recent Triennial Audit Report, which was completed in the FY 2006-07 audit cycle.

**Issues:** None.

**Recommend:** Refer MTC Resolution No. 3827, Revised, to the Commission for approval.

**Attachments:** Attachment 1 – List of Operators and Audit Recommendations  
MTC Resolution No. 3827, Revised

# Productivity Improvement Program (PIP) List of Operators and Triennial Audit Recommendations

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**2005 - Most Recent Audit Report**  
**2008 - Last Year Recommendations are Expected to be Addressed**

AGENCY	RECOMMENDATION	STATUS
AC Transit	1 Finalize the Integration of the District Goals, CBOs, and Performance Monitoring into One Cohesive Program	In Progress
	2 Continue Efforts to Generate Reliable Schedule Adherence Data and Improve On-Time Performance	Completed
	3 Continue to Focus on Strategies for Reducing Operator Absences	In Progress
BART	1 Continue to Focus Efforts on Improving On-Time Performance	In Progress
	2 Ensure that SRTP Remains a Relevant Source of Policy Direction for the Transit System	Completed
	3 Take Measures to Reduce the Call Abandonment Rate	Operator Disagrees with Recommendation *
CCCTA	1 Continue to Focus on Reducing the Turnover Rate of Link Contractor Employees	Completed
	2 Re-Examine Performance Standards that are Set Unrealistically High and Reporting Procedures for Data Accuracy	In Progress
	3 Resume Reporting Preventative Maintenance Inspections Completed for the County Connection Revenue Vehicle Fleet	Completed
	4 Additional Project: Reduce the Number of Missed Trips at County Connection.	Completed
Healdsburg	1 Utilize the Short Range Transit Plan as the Primary Forum for Defining Performance Expectations	In Progress
	2 Expand Routine Performance Monitoring and Begin Assessing Performance Against Standards	Complete
Petaluma	1 Review Fixed-Route Vehicle Performance to Improve Service Reliability	Complete
	2 Ensure Zero Service Denials on the ADA Paratransit Trips to Comply with the ADA	In Progress
Santa Rosa	1 Continue to Focus on CityBus On-Time Performance	In Progress
	2 Review the Fixed-Route Vehicle Maintenance Activities to Improve Service Reliability	Completed
	3 Additional Project: Improve Effectiveness of System	Completed
	4 Additional Project: Improve Cost Effectiveness of System	Completed
Sonoma	1 Continue to Monitor the Fixed-Route Farebox Recovery Ratio	In Progress
	2 Additional Project: Improve Runcut/Scheduling Efficiency	Completed

\* While the operator agrees that its call abandonment rate has increased, the level is still within BART's standard for percentage of calls answered.

**Productivity Improvement Program (PIP)**  
**List of Operators and Triennial Audit Recommendations**

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**2006 - Most Recent Audit Report**  
**2009 - Last Year Recommendations are Expected to be Addressed**

<b>AGENCY</b>	<b>RECOMMENDATION</b>	<b>STATUS</b>
<b>Dixon</b>	1 Continue to Monitor and Take Steps to Control Operating Cost Increases	
	2 Evaluate and Revise Standards as Warranted to Reflect Actual Trends in Performance	In Progress
	3 Implement a System of Regular Performance Monitoring to Better Track Performance Trends	
<b>Golden Gate</b>	1 Establish a Set of Quantifiable Performance Standards for GGBTHD's Goals and Objectives	In Progress
	2 Complete the Efforts to Develop a Comprehensive Performance Monitoring System	In Progress
	3 Investigate the Decrease in Bus On-Time Performance and Develop an Improvement Plan	Completed
	4 Investigate the Increase in Complaints in the Bus and Ferry Divisions and Develop a Plan to Reduce Complaints	In Progress
	5 Investigate the Increase in Bus Operator Absences and Develop a Plan to Reduce those Absences	Completed
	6 Establish Procedures to Track Bus Mechanic Absences on a Regular Basis	Completed
<b>NAPA</b>	1 Address NCTPA's Continuing Failure to Meet its Standard for Spending Two Percent of the Budget on Promotional Activities	In Progress
	2 Monitor Performance for Service Denials and Other Measures of Service Quality for ADA Trips	Completed
	3 Continue Evaluating NCTPA's Goals and Objectives, and Develop Procedures for Regular Performance Monitoring to Support Their Achievement	Completed
	4 Additional Project: Vine Connection Improvement Program	In Progress
<b>SamTrans</b>	1 Complete the Efforts to Establish a Comprehensive and Consistent Set of District Goals, Objectives, Performance Measures and Standards	Complete
	2 Link the Performance Monitoring Systems to the District's Goals, Objectives, Performance Measures and Standards	In Progress
<b>Tri Delta</b>	1 Continue the Process for Redefining Performance Standards to Meet Goals and Objectives	
	2 Continue Efforts to Compare Performance with Adopted Standards on an Annual Basis	Completed
	3 Continue Efforts to Improve On-Time Performance in the Paratransit System	In Progress
<b>Vacaville</b>	1 Continue to Expand Routine Performance Monitoring and the Assessment of Performance Against Standards	Completed
	2 Utilize Existing Road Call Data to Monitor Performance	Completed
	3 Continue Efforts to Improve Pick-Up Schedule Adherence on Vacaville's Special Services	In Progress
	4 Take Steps to Complete Preventive Maintenance Inspections in a more Timely Manner	

**Productivity Improvement Program (PIP)**  
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AGENCY	RECOMMENDATION	STATUS
<b>Vallejo</b>	1 Ensure that Pooled Administrative Costs and Employee Time are Allocated to the Transit Functions Accurately	Complete
	2 Annually Evaluate the Transportation Enterprise Fund's Financial Needs and Service Levels to Ensure that these are Consistent with the Available Resources	Complete
	3 Continue Efforts to Increase the Staff Resources Assigned to the City's Transit Program	Complete
	4 Update the Current Short Range Transit Plan in Accordance with MTC Guidelines and Revise Current Goals, Objectives Performance Measures and Standards	In Progress
	5 Expand Routine Performance Monitoring to Include the Assessment of Performance Against Standards	
	6 Include Service Standards in the Next Paratransit and Ferry Operating Contracts	
	7 Continue to Take Steps to Control Passenger Cancellations on the Paratransit Service	Complete
<b>WestCAT</b>	1 Expand Routine Performance Monitoring to Include the Assessment of Performance Against Standards	Complete
	2 Additional Project: Increase productivity through careful monitoring of the service and tailoring the hours of service to meet the demands of the system, while maximizing the number of passengers per trip.	Complete

# Productivity Improvement Program (PIP)

## List of Operators and Triennial Audit Recommendations

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**2007 - Most Recent Audit Report**  
**2010- Last Year Recommendations are Expected to be Addressed**

AGENCY	RECOMMENDATION	STATUS
<b>Benicia</b>	1 Continue to review the incidence of preventable accidents for both fixed-route and paratransit services.	
	2 Restructure the goals, objectives and performance measures to improve the relationships among the elements and include goals and objectives related to safety.	
	3 Evaluate and revise standards as warranted to improves adequacy and reflect actual trends in performance.	
	4 Evaluate data gathering and reporting to ensure accurate monthly performance summaries.	
	5 Additional Project: Update Benicia Breeze SRTF	In Progress
<b>Fairfield-Suisun</b>	1 Develop a comprehensive new set of goals, objectives and standards in conjunction with the next SRTF update.	Completed
	2 Continue to develop procedures for routine performance monitoring and assessing performance against standards.	Completed
	3 Continue to monitor ADA paratransit denials to ensure compliance with the ADA standards.	In Progress
<b>LAVTA</b>	1 Redefine established goals, objectives and standards to improve consistency.	In Progress
<b>SFMTA</b>	1 Continue to make progress towards developing strategies to achieve the Proposition E service delivery standards.	In Progress
	2 Conduct a comprehensive evaluation of maintenance standards and practices in an effort to improve service reliability, particularly at the Potrero, Presidio and Light Rail Divisions. The evaluation should also determine if resources are being used efficiently.	
	3 Refine the routine performance monitoring process to include specific performance standards that clearly support all goals and objectives.	
	4 Develop a set of goals, objectives, measures and standards that address paratransit performance and incorporate these into the primary performance monitoring process.	
<b>Union City</b>	1 Examine the declining trend in fixed-route productivity and develop strategies to reverse the trend.	
	2 Continue reviewing fixed-route vehicle maintenance activities and take actions to improve service reliability.	
	3 Review performance standards to ensure they are reasonable in regard to actual performance.	
	4 Additional Project: Improve Union City Transit's Performance Monitoring Mechanism.	In Progress

Productivity Improvement Program (PIP)  
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AGENCY	RECOMMENDATION	STATUS
VTA	1 Continue efforts towards implementing strategies to sustain financial stability.	In Progress
	2 Tighten the relationship between the goals and objectives in the Short Range Transit Plan (SRTP) and the measures and standards in the Transit Operations Performance Report. Additional measures should be developed to address reporting gaps in paratransit service, labor productivity and contracted services.	In Progress
	3 Continue to monitor mechanical schedule loss for the bus system to ensure that it does not decline. Light rail vehicle reliability should be reviewed to ensure that the goal is achievable and consistent with the manufacturer's guidelines and industry best practices.	In Progress

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Date: October 24, 2007  
W.I.: 1514  
Referred By: PAC  
Revised: 11/28/07-C

ABSTRACT

Resolution No. 3827, Revised

This resolution adopts MTC's FY 2007-08 Productivity Improvement Program (PIP).

This resolution was revised on November 28, 2007 to add projects for AC Transit and LAVTA.

Further discussion of these actions are contained in the Programming and Allocation's Summary Sheets of October 3, 2007 and November 14, 2007.

Date: October 24, 2007  
W.I.: 1514  
Referred By: PAC  
Revised: 11/28/07-C

Attachment A  
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**Fiscal Year 2007-2008 Productivity Improvement Program**

Transit Operator: **AC Transit**

Project Title: Continue to refine Critical Business Outcomes (CBOs) and Integrate CBOs into the District's Budget/Operations and Monitor Outcomes

Project Goal: Finalize the integration of the District's goals, Critical Business Outcomes (CBOs) and Performance Monitoring into one cohesive program.

Project Description: Clarify organizational direction by integrating the District's Short Range Transit Plan (SRTP) goals into our CBOs. Continue to focus the District's direction setting by identifying CBO priorities for the next budget cycle. Tie new budget requests to these identified organizational priorities. Implement projects to be defined or activities at the department and unit level to address these priorities. Measure the effectiveness of these projects or activities.

Schedule and Percentages of Milestones/Deliverables:

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Integrate the SRTP and the CBOs.	15%
2	Completed	Identify the District's key strategic CBO/budget priorities.	20%
3	Completed	Tie new budget requests to addressing of key strategic priorities.	30%
4	November 2008	Identify and implement activities and/or projects that address the key priorities.	35%
		Total	100%



**Fiscal Year 2007-2008 Productivity Improvement Program**

Transit Operator:     **AC Transit**

Project Title:         Continue to Focus on Strategies for Reducing Operator Absences

Project Goal: Reduce unscheduled absences for transit operators.

Project Description: The District is focusing on strategies to reduce unscheduled absences for transit operators. Unscheduled time off averages above 16% on a daily basis, and encompasses a number of categories, including: sick leave, industrial injury, Family Medical Leave (FML), and a number of other more minor categories (excused misses, jury duty, bereavement leave, assault pay, and suspensions).

The District has formed a working group that meets monthly to discuss ways to minimize absenteeism. Outcomes of the discussions include implementation of pay codes to track reasons for absences, educating labor arbitrators about the problem, and challenging absenteeism in the collective bargaining agreement. The group has targeted absenteeism relating to family/medical leave and industrial injuries for further investigation and consideration for mitigation.

**Schedule and Percentages of Milestones/Deliverables:**

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	Completed	Convene Internal Task Force to develop Specific Strategies.	20%
2	March 2008	Implement Key Strategies.	40%
3	April 2008	Evaluate Effectiveness.	20%
4	July 2008	Modify Strategies/Continue Implementation.	20%
		Total	100%

**Fiscal Year 2007-2008 Productivity Improvement Program**

Transit Operator:     **Livermore/Amador Valley Transit Authority**

Project Title:         LAVTA Performance System

Project Goal: Redefine established goals, objectives, performance measures and standards to improve consistency.

Project Description: During the 2007 Triennial Performance Audit, auditors found that, overall, LAVTA's goals and objectives are clear, concise and address a wide range of concerns. The audit also found that performance measures related to the goals and objectives identify specific and mostly quantifiable outcomes. However, some weaknesses were found in the goals, objectives and measures. In December 2005, the LAVTA Board of Directors adopted the Strategic Plan that provides the overarching guidance for the Authority. During this project, LAVTA will perform the annual update to the Strategic Plan, complete the full SRTP for the Authority, and ensure the monthly, quarterly, and annual performance measures and reporting mechanisms are consistent.

**Schedule and Percentages of Milestones/Deliverables:**

	<b>Completion</b>	<b>Milestone/Deliverable</b>	<b>% of Project</b>
1	November 2007	Update LAVTA Strategic Plan	30%
2	November 2007	Complete full Short Range Transit Plan (SRTP)	30%
3	Completed	Document system-wide performance system and processes	10%
4	January 2008	Review and update statistical reports and reporting mechanisms to ensure consistency	30%
		Total	100%